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14 February 1969

History of the Office of Central Reference

1953 - 1966

Outline

D. CUSTOMER SUPPORT AND RELATIONS

1. Introduction

- a. Customer support and relations is single most important measure of effectiveness of an OCR-type support/service oriented complex - the "pay-off" of its dedication and effort.
- b. Story of OCR during period of this History concerns essentially how it supported Agency and Community needs within resources available at any given time.
- c. Perspective for assessment should be based on appreciation of factors prevailing during time period involved - a time of building an Intelligence Agency and Community as distinct from the post-1966 environment of pre-emptive emphasis on systems design to meet sophisticated challenges in information handling confronting an established community.
- d. A unique characteristic of OCR was scope and diversity of activities combined in one operating component (office level) under single management.
- e. This centralized organization, performing such a wide variety of services in support of so many needs made a notable contribution to over-all intelligence process.

*Training ground
for other offices
alumni*

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GROUP 1
Excluded from automatic
downgrading and
declassification

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1. Factors in OCR Contribution:

- 1) During Agency's growth period, OCR's "centralization" feature provided more economical means of using existing resources to meet new and rapidly expanding requirements than would have been case if varied functions and special files had been decentralized among customer offices.
 - 2) Single office management better able to ensure: a) intra- and inter-Agency coordination of support services (establishing "rules of the road"), and b) turning the corner from prescribed basic tasks of the "getting started" years to the broader horizons of coping with the challenges and problems of a "come of age" organization.
 - 3) Well equipped to provide leadership in community of information handlers and to cope with kinds of problems facing a new agency and developing community - a more efficient means to achieve objectives - a more cohesive and flexible instrument of accomplishment.
 - 4) The intangibles (imagination, policy concepts, definition of objectives, dedication of personnel to such guidance) given opportunity to play an important part in performance effectiveness.
- g. OCR's customer support and relations marked by high degree of accomplishment.
- h. Accomplishments, so varied in nature, apt to be overlooked, taken for granted (- unsung.)
- i. Yet by virtue of their intrinsic value, contribution should be given proper perspective in over-all History of Agency.
- j. This chapter will tell story of "Those Who Also Serve".

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NOTE:

Due broad scope of subject impractical do justice in this chapter to all facets involved - some will be treated in separate monographs (CODIB, CHIVE, etc.).

Although also identifiable with support, Collection, Requirements Coordination, Dissemination, Machine Support and Systems Design have been covered in Chapters B and C in justice to their intrinsic functions and value - broad reference only in this Chapter.

2. Factors Affecting Support Activities, 1953 - 1966

- a. Nature and scope of support were dictated by changing times and conditions within purview of this History:
 - 1) Changing Cold War - Emerging New Nations - New Crises in New Areas.
 - 2) Shifting and Expanding Priorities - Emphasis on more specific current intelligence requirements as basic needs were filled.
 - 3) Impact of new technical collection systems, techniques and facilities - faster response time on requirements and requests.
 - 4) Increasing volume of material and information to be processed and retrieved in shorter time.
 - 5) Resultant pressures on OCR facilities and services to meet challenge of information explosion - Automation, etc.
 - 6) Related to and part of above, problem of meeting these demands and still maintain, without jeopardizing, its basic and continuing activities.
 - 7) Move to New HQ Building - Resources under one roof.
 - 8) Establishment of DIA - impact and resultant changes in relationships and procedures between OCR and Military Components and Commands.

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- 9) Effects of Budget and Manpower reductions.
- 10) Organizational changes and reorganizations.
- 11) On duty strengths and overtime.
- 12) New functions and workloads absorbed.
- 13) Effect on operations and morale of unusual number of surveys and studies of OCR.
- 14) Lack of knowledge of OCR capabilities and services.
- 15) Customer feed-back on OCR support difficult to maintain. *e determine*
- 16) Less than adequate customer office level response for evaluations - resultant pinch on OCR at budget time.

3. OCR Support Activities/Programs in 1953 (Tie-in with previous history)

- a. Carry-Over Activities as of 1953.
 - 1) Brief outline of support responsibilities and functions - what OCR had to offer - as point of departure.
- b. OCR Philosophy, Orientation and Objectives.
 - 1) Central Reference and Register Concepts.
 - 2) Services of Common Concern - 3 categories:
 - a) Those performed in response to formal directives.
 - b) Those performed by reason of inter-Agency agreements.
 - c) Those which must be performed for benefit of CIA itself and made available to rest of community.
 - 3) Adherence to philosophy of service - "Make every effort to do it."
- c. Relative proportion of support to CIA versus other agency customers - T/O strength - volume of collections and holdings - as background perspective for history through 1966.

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4. Customer Support and Relations

a. Customer Needs

- 1) Nature and scope - broad fields of intelligence itself - research, production, operations, training.
- 2) Customers and Programs supported - components of DDI, DDS&T, DDP, DDS - activities and programs.
- 3) New and changing requirements - shifting priorities - continuing basic support - current intelligence demands - support in crises and emergencies.

b. How OCR Responded to Needs

1) Operating Methods and Techniques

- a) Flexibility in planning and improvising to meet needs within available resources - adjusting internal priorities:

- OCR response to DDI query re impact on CIA and Community if Industrial Register abolished.
- Curtailement of IR support to Travel Folder Program.
- Adjusting to meet increasing requirements on Communist China.
- Demands for quicker response to Crises and Current Intelligence needs.

b) New Ideas - Self-initiated Improvements:

- Intelligence Subject Code - originally developed by OCR.
- Document Division - created to further improve dissemination activities.
- Intellofax Reference Group formed - to give expert reference service (Representatives from DD, MD, Lib.).
- OCR self-initiated study on a proposed reorganization (Groups A, B, and C).
- OCR continuous search for systems improvement - OCR conducted MINICARD test (15 mos.) as possible replacement for Intellofax - negative decision.

*Brief mention
in
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- c) Initiative in recognizing "gaps" - Leadership in doing something about it - Pioneering in devising ways and means to respond to needs:

-Intellofax System - a pioneer information processing system.
-Intelligence Subject Code - pioneering LDX.
-Establishment of International Conference Branch - to meet customer need for exploitation of SovBloc participation.
-Establishment of Collection Branch, LCD, to fill "gap" of a direct collecting and reporting activity utilizing

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- d) Committees and Task Teams - their role, functions and contributions:

-CRAG
-CHIVE *Chapter C primarily*
-ADG
-AHIP
-Intra and Inter-Office Task Teams

2) Nature and Scope of Support

- a) Overview of OCR Support by Component and Program - Who did What for Whom - Kinds of support rendered - Customers, requests and Programs serviced - Significance and Effectiveness of Responses:

-Biographic Intelligence Reference/Production Program
-Graphics Intelligence Reference Program
-Special Intelligence Reference Program
-Radio Stations and Frequency Usage Program
-Foreign Installations Reference Program
-CIA Library Open Literature Reference Program
-Intellofax and Non-Codeword Document Storage and Retrieval Reference Program

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- Document Dissemination Program
- Machine Support to OCR Components
- Machine Support to Other Offices
- Basic Liaison Activities and Programs
(Including Non-CIA Cable Branch Activities and
Administration of Agency Briefing and Debriefing
Programs)
- FDD Program While in OCR

c. New Functions and Workloads Absorbed

- 1) Document Division takes on Special and TKH codeword document dissemination to ORR at Branch Level
- 2) Additional responsibilities taken on by Cable Branch, LD
- 3) etc...

d. Problems Encountered

- 1) Budget and Manpower Reductions
 - a) Effect on Operations and support capabilities
 - b) Adjusting work priorities
 - c) While support programs reduced in manpower and funds, amount of intelligence data and number of service requests remain steady and in some cases increase
- 2) Loss of Professional Employees - High Turn-Over
 - a) Effect on quality of operations
 - b) *Training for other offices - continuity of senior people*
- 3) Move to New Building
 - a) OCR under one roof
 - b) Increase customer use
- 4) Unfamiliarity with OCR Capabilities and Services
- 5) User Feedback - difficult achieve
 - a) The problem
 - b) OCR counter-measures

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- 6) Divergent Customer Views re Type of Reference Service Desired - depth of indexing - etc...
- 7) Customer Analysts' Files versus OCR System
- 8) BR/OCI Production problem and solution - agreement for coordination of Production of finished Biographic Intelligence
- e. Relations with Customer Offices
- f. Surveys and Studies of OCR - effect and results in OCR
 - light { 1) Library Consultants Report
 - 2) Inspector General Surveys 25X1A9a
 - 3) DDI Review Panel for IR ([REDACTED], Chairman)
 - 4) O/DDI Study of OCR Support Programs ([REDACTED] Report) *elaborate* 25X1A9a
 - FDD Pub. Study*
- g. Office Changes and Reorganizations
- h. Post Mortems and Lessons Learned
 - 1) Cuba, Santo Domingo, etc. Crises
 - 2) Need for All Source Reference Capability
 - 3) Intellofax Reference Questionnaire from AD/CR to Users
- i. Significant Accomplishments
- j. Effectiveness of Response to CIA Customer Needs
- 5. Community Support and Relations

Introduction

OCR played a leading role in growth and development of Intelligence Community's information processing systems.

OCR is the central reference facility of the Agency and to a considerable degree of the USIB Community.

OCR all-source intelligence document library collections are most extensive and complete in U.S. Community.

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Other agencies often procure copies of their own documents which they either cannot locate or retrieve rapidly enough from their own files.

All of OCR programs provide service to non-CIA offices.

a. Nature and Scope of Support Relations - USIB and Non-USIB Agencies - by OCR activities:

- 1) Liaison Services (including Agency Briefing and Debriefing Program)
- 2) CIA Library Services
- 3) Graphics Register Services
- 4) Biographic Register Services
- 5) Industrial Register/FID Services
- 6) Special Register Services
- 7) Document Division Services
- 8) Machine Division Services

b. Services of Common Concern

spinkle data

1) By formal directives:

- a) Biographic Intelligence (NSCID # 8)
- b) Radio Frequency Usage File (NSC 169)
- c) Coordination of Foreign Publications Procurement (NSCID # 16)

2) By Interagency Agreements:

- a) Central file of still photography (State Dept. transfer of file - 1947)
- b) Central file of industrial installations in dossiers (transfer Industrial Card File from Camp Holabird - 1947)

3) Performed for benefit of CIA itself and made available to Community:

- a) Graphics Coordinator Program
- b) Motion Picture Procurement
- c) Intellofax System - etc.

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- c. Support Relations with Academic World
- d. OCR External Government Projects [MIRA, Ext. Research]
- e. Operating Methods and Techniques
 - 1) Role of Interagency Committees - scope of activities and accomplishments
 - a) CODIE
 - b) PROCIF
 - c) SCIPS, etc.
 - 2) Significance of continuing personal CIA liaison with counterparts in maintaining productive collaboration
- f. OCR Leadership and Pioneering
 - 1) Several innovations in microphotography field, such as aperture card and DARE systems were developed for or by OCR and first used in OCR.
 - 2) Intellofax System - pioneered by OCR.
 - 3) Intelligence Subject Code (ISC) originally developed by CIA/OCR in 1947 and revised by CODIE in 1960 - Accepted in principle by USIB as a Community code and used by CIA, Air Force, Army, Navy.
 - 4) Equipment development.
- g. Problems Encountered
 - 1) Establishment of DIA - changes in OCR relations and procedures with former military components customers.
 - 2) Time lag in getting CIA requested services from outside agencies - often led to OCR covering to service CIA needs.
 - 3) Release to and use of classified information by USIB Contractors.

*Signed
Treatment
of Chapter
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- 4) Etc. [REDACTED] panel

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h. Interagency Relations - USIB and Non-USIB

- 1) CIA-DIA relations and problems
- 2) Compatible Information Processing Developments versus Expanding DIA Initiative
- 3) CIA Briefings for Selected Liaison Contacts in Outside Agencies (Agency-wide Program)

i. Accomplishments and Achievements

6. Conclusions (wrap-up)
7. Summary Assessment

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